

COACHING IN DECISION MAKING

MAKING WELL-INFORMED DECISIONS

CORPORATE COACH



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Q Although it may appear outwardly to many people that I am a happy person who seems to be enjoying a successful career, but I am actually very unhappy and frustrated deep inside me. The price I have to pay for this high sounding position is very heavy; having to shoulder the high demands and expectations from my bosses, rushing to complete never-ending tasks that need to be completed like 'yesterday', pushing an exhausted team of people to perform with speed, and doing many other crazy things. I am now beginning to wonder whether it is really worth my while to stay on where I am. The only hurdle that is stopping me is the family. They can enjoy a good lifestyle with the good money that I earn. I am at a crossroad as I am really torn between two sides, what shall I do next? – **HOBSON CHOICE**

A It really depends on what you want in life, which goes back to the values that you want to live out. Is your life worth more than the money you earn, or is the money you earn, worthy to take the pains that you are incurring? At this point in your life, what matters most?

The Bottom Line: So whichever 'side' you want to take will be shaped by the reality that you want to see. Indeed, there are no clear answers depending on what 'lenses' you wear that will show you what is perfect or imperfect in the life that you want or have right now. If you want to see yourself unlucky with everything working against you, then quit.

However, if you want to see yourself

as lucky and appreciate yourself for having come this far compared to others, then you should stay on. You can even see your present work condition as a training ground to make you stronger and more capable for the next phase of life. Really, life is like a ball, you can play it anyway you want. The 'player' decides it.

Powerful Questions: What do your values tell you to do? What are the pros and cons of each option? Which one matters most to you at this point in time? What are you prepared to give up for the decision that you make?

EARNING RESPECT

Q I was appointed as a supervisor to four subordinates several months ago. Things are not going well here because they always compare me to their previous boss whom they describe as vocal and who goes out of his way to defend them. In contrast, I am very slow and do not talk much. Even in conflict situation, I would rather be a listener than a 'fighter'. They expected me to stand up for them in situations, where I felt they were more wrong than right. Instead, I actually expected them to be

accountable for their mistakes, acknowledge them, and move on by making improvements later. I refused to budge even with such 'pressure' from them. So, I feel I am only 50% of what they expected of me as an ideal superior. I want more respect from them but will not change just to earn more from them. What shall I do? – **TORN APART**

A One reality you need to face is that being a good leader is not about winning a popularity contest. You need to know you are put there for a reason. They probably know the type of person you are, and your capabilities. So you got to be real, as you are serving both the organisation and subordinates at the same time. The best advice is to let your conscience be the judge of your actions.

The Bottom Line: In moving forward, take cognisance of the 'truths' in what they are saying; for instance, about your 'quiet nature'. If this 'quiet nature' is a liability, then do something about it. Perhaps, it is not literally about you being 'quiet', or wrong to be one.

Perhaps what they are trying to express is they want a leader who is an advocator, who has a cause and who goes out of his way to express it, and to make it known to relevant people. Seen from this perspective, it is a fact that a leader needs to be an advocator for a cause he is fighting for, so he can rally support from his people. On another hand, be a good listener to your people; set your expectations while allowing them to set theirs too; always hear out their views and then work towards a compromise.

Once you have this, you will not remain quiet anymore about what your subordinates are saying about you. Instead, you will be upfront when you face them, explain your position, and ensure that you are heard. I am sure they accept your leadership style with respect without having to force it on them.

Powerful Questions: How do you want to see yourself as a leader of your people? What are some truths they are saying about your leadership style? How will it benefit you, working for them? What are you already doing to be fair to all concerned?